



# 2011 PMOC Annual Meeting

FEDERAL TRANSIT ADMINISTRATION

## Organizing Risk Workshops

John Lehman, PE  
Project Manager  
Hill International, Inc.  
(PMOC in FTA Regions 3 and 4)  
January 20, 2011



# Preparation for Technical Reviews

- Scope, Schedule, and Cost Reviews are:
  - Interrelated
  - Iterative
- Data Requirement
  - Content depends on Project Development Stage
    - What is requested ...
    - What can be/is provided ...
  - Grantee needs time to gather documents
- Preparations for Workshops

# Preparations for Workshop

- Identify Technical Review Team
- Choose Workshop Location
- Schedule Workshop Dates and Duration
- Ensure Availability of Data
  - Set a date for Go / No-go decision

# Choosing the Technical Review Team

## Working with FTA TOM:

- Discuss scope and size of project:
  - Major Project
  - Mega Project
- Basic Requirements:
  - PMOC Leads
  - Facilitator
  - Cost Estimating
  - Project Schedule
  - Modeling and Contingency Estimation
  - Technical Disciplines (Arch., Civil, Struct., Mech., Elec., Vehicle)
- Any difficult or specialized needs:
  - Geotechnical / Environmental / Tunneling
  - Real Estate
  - Electrical Power / Signal / Communications
  - Operations
  - Contract Administration

# Sample Technical Review Staffs

For Entry into Final Design Reviews

## **Dulles Corridor Metrorail (*Mega*)**

- Project Manager
- Task Order Manager
- Contracts
- Mined Tunnel
- Civil, Structural, Traffic
- Stations, Architectural
- Track
- Shops and Yards, Vehicles
- Electrical / Systems (2)
- Risk Modeling
- Real Estate
- Cost Estimate Analysis
- Schedule Analysis

## **Mid-Jordan Light Rail (*Major*)**

- Project Manager
- Task Order Manager
- Risk Analysis Facilitator
- Program Management
- Contracts\*
- Civil, Structural, Traffic
- Track, Shops and Yards, Vehicles
- Stations, Architectural\*
- Systems
- Real Estate
- Cost Estimate Analysis
- Schedule Analysis

\* Denotes did not attend workshop

# Use a Facilitator

- Experience and Knowledge of conducting workshops
- Unbiased Moderator
- Helps Keep Participants Focused
- Best Value is with Large Workshops

# Workshop Location

- Suggest Meeting Location
    - Choose Meeting Room that supports a team orientation
    - Balance access to data / staff with minimizing distractions
  - Workshop Duration – types and duration
    - Scope / Schedule / Cost / Risk Workshop
    - Risk Mitigation Workshop
    - Risk Refresh Combined / Workshop
    - Include in First Project Workshop
      - Project Introduction and Site Tour
      - Presentation on Risk Assessment Process
- Two Step Review
- Later Phase Review

# Data Request

- Project Management Plans
  - Supporting Plans (QAP, RFMP, BFMP, SSMP, etc.)
- Conceptual Study Documentation
  - Geotechnical
  - Environmental
  - Traffic
- Real Estate Acquisition Management Plan (RAMP)
- Terms and Conditions for Procurements
- Contract Packaging Strategy
- Drawings
- Specifications
- Cost Estimates
- Project Schedules



# Data Request

- For guidance reference:
  - OP40 Appendix B – Grantee Submittals
- Other Listings of Required Documents
  - Section 5.0 - Grantee's Submittals of OPs
    - OP21 Grantee Capacity and Capability - Appendix B
    - OPs 50 - 54 Readiness Reviews
- Set a Due Date for Receiving All Data
  - If not met, Postpone Workshop

# Final Preparations

- Issue Workshop Agenda
- Prepare Introductory Presentation
  - Introduction to Risk Assessment Process
- Execute Confidentiality Agreements (if required)
- Make Travel Arrangements
- Initial Data Review – Report Preparation
  - Document Review
  - Create Draft Risk Register
  - Create Summary Schedule for Risk Modeling
  - Populate OP40 Workbook for Risk Modeling
  - Initial Report Outline

# Workshop Goals

As communicated to Grantee at the start of a workshop

## Workshop Goals

- Establish is the **most likely cost** of the project.
  1. Reach **agreement on escalation** amounts to added on the base year to convert to Year of Estimate (YOE)
  2. Reach **consensus on adjustments to the Baseline Cost Estimate (BCE)**, net of contingency and financing, for adds and deducts to project scope inclusive of subcontracting allowances and general conditions for subcontractors
  3. Reach **consensus on** portions of the DTP profit and contingency that represent allowances for extraordinary commercial risk and thus **substitute for project level contingency**
- Determine the range of most **likely Revenue Operations Date**.
- Recommend a level of **project contingency** for entry into Final Design reflecting the current status of risk mitigation for the project.

for Dulles Corridor Workshop July 2007

**What are your experiences with  
Workshop organization?**